



Investor Presentation

May 2025

BofA M&M conference



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Summary

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Eramet at Glance

02

Delivering on our
Strategic roadmap

03

Update on Lithium
activities
Focus on Centenario

04

Q1 2025 turnover

05

Outlook & conclusion

Eramet at a glance

01



Eramet: a global pure-play Metals & Mining Company

Four businesses (as a % of Adjusted sales)



2024 Adjusted sales¹ by destination



FY 2024 key metrics

Adjusted sales ³	€3.4bn
Adjusted EBITDA ³	€814m
Adjusted FCF ³	-€308m

Employees ⁴	10,160
Mining & processing sites	19
Countries	16

1. Including €405m ferronickel trading turnover, accounted at the Holding level in adjusted turnover

2. China, including Hong Kong

3. Adjusted sales (excluding SLN), Adjusted EBITDA (excluding SLN), and Adjusted FCF as defined in Appendix 10 – Financial Glossary of the FY2024 results press release (Feb. 19th, 2025)

4. Including 8,828 employees of Eramet group and 1,332 employees of PT Weda Bay Nickel

Operating in manganese, nickel, mineral sands & ramping-up in lithium

MANGANESE
In operation



ASSETS


 **Ore – Moanda (Gabon)**
World's largest HGO manganese mine

 **Alloys, 6 metallurgical plants:**
1 in France, 1 in Gabon, 3 in Norway & 1 in the US


2024 KPIs


Sales: €2,025m
EBITDA: €563m
FCF: €101m
Headcounts³: 4,752

NICKEL
In operation



ASSETS

Weda Bay (Indonesia)
 World's largest nickel mine

 1 NPI plant

2024 KPIs

Adj. Sales^{1,2}: €1,041m
Adj. EBITDA¹: €266m
Adj. FCF: €111m
Headcounts³: 1,416

MINERAL SANDS
In operation



ASSETS

Eramet Grande Côte⁴ (Senegal)
 Titaniferous minerals & zircon extraction

 World's largest single dredge operation, 2 processing plants

2024 KPIs

Sales: €311m
EBITDA: €120m
FCF: €40m
Headcounts³: 842

LITHIUM
In ramp-up



ASSETS

Centenario (Argentina)
 One of the most attractive salars, located in the 'lithium triangle'

 DLE plant: 1st lithium production end-Dec. 2024
Expansion phases: optimal scope, timing currently under review

Project KPIs

Production capacity
At full-ramp-up: 24 kt-LCE/pa (battery-grade)
Long-term capacity: >75 kt-LCE/pa

Headcounts³: 483

1. Adjusted sales (excluding SLN), adjusted EBITDA (excluding SLN) and adjusted FCF are defined in Appendix 10 – Financial Glossary of the FY2024 results press release (Feb. 19th, 2025)

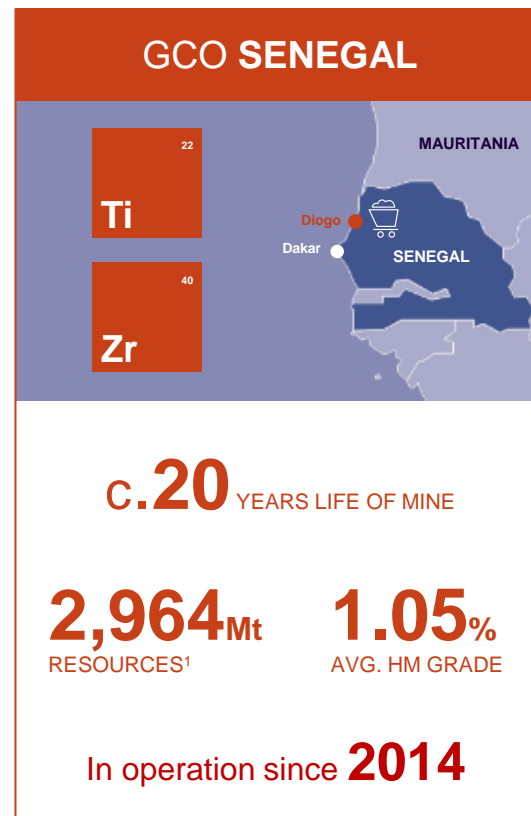
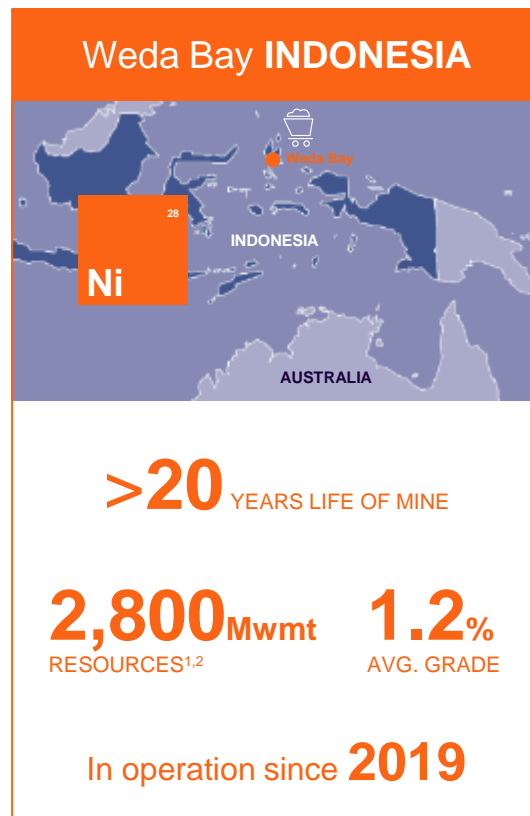
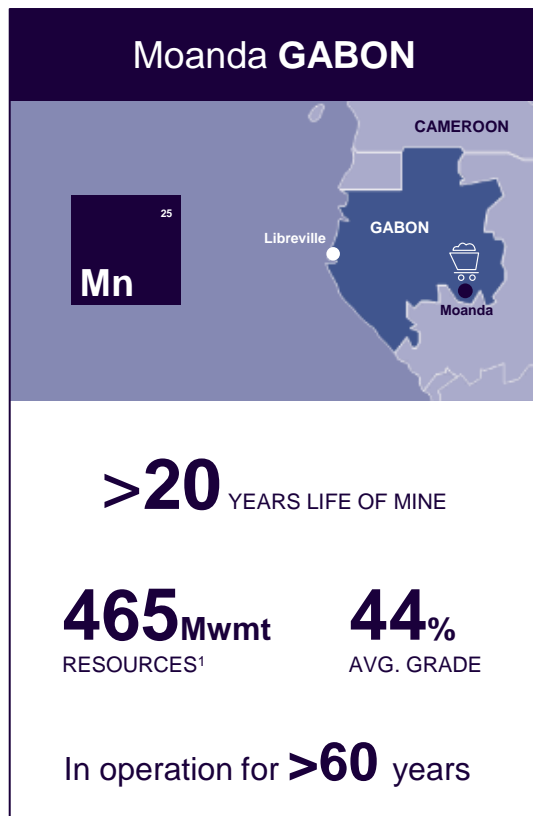
2. Including €405m ferronickel trading turnover, accounted at the Holding level in adjusted turnover

3. o/w PT Weda Bay Nickel's 1,332 employees (excl. New Caledonia's 1,900 employees)

4. Eramet Grande Côte, "EGC" (previously Grande Côte Opérations)

A world-class mining portfolio

Large resource, long-life, high-grade, scalable deposits, with a 1st quartile cost curve positioning



1. Total mineral resources for Mn, Ni & Mineral sands, & drainable for lithium as of January 1, 2025, see section 1.3 of the 2024 URD

2. Target to be certified in the short term; 2,589 Mwmt on January 1, 2025

A CSR commitment and performance recognized by leading ESG rating agencies



1. Lower is better



Delivering on our Strategic roadmap

02

Delivering our strategic roadmap: focusing on operational performance in 2025, while ramping up in lithium

Two strategic axes aligned with global macro-trends, supported by an ambitious CSR roadmap & focused on operational excellence



GROW IN METALS supporting global economic development

RESILIENT MARKETS



Manganese ore & alloys



Nickel



Mineral sands



SUSTAINABLY DEVELOP CRITICAL METALS for the energy transition

FAST-GROWING MARKETS



Lithium



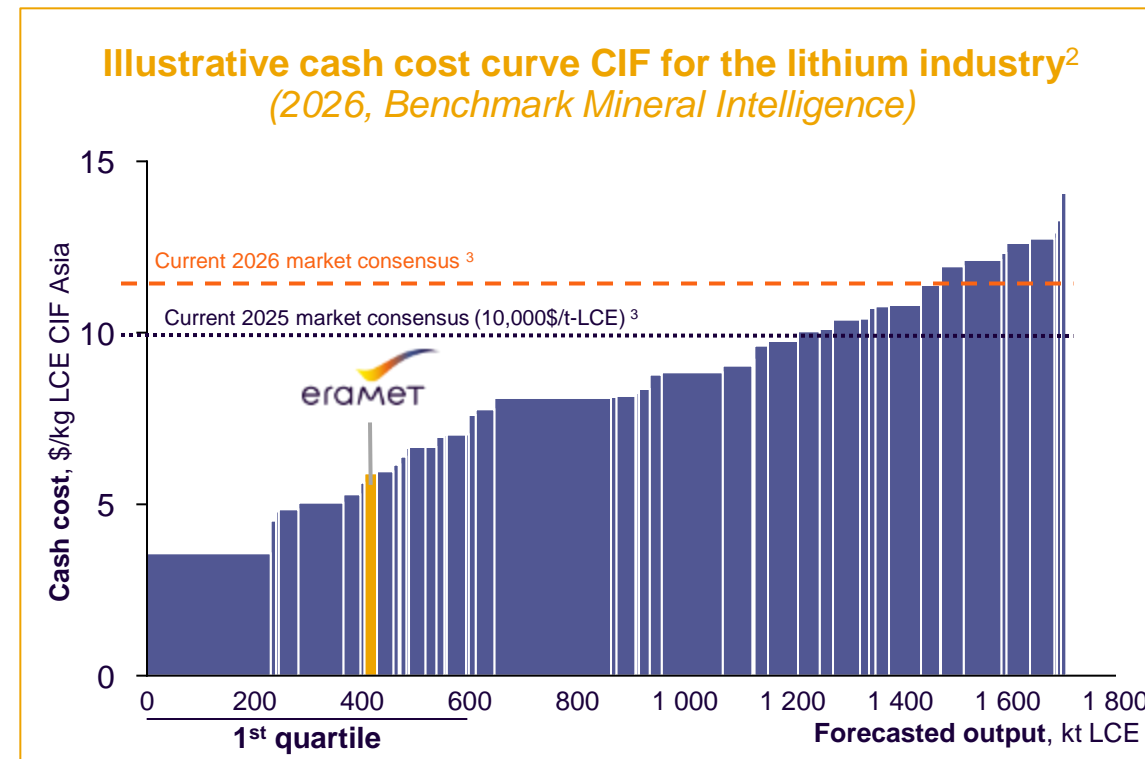
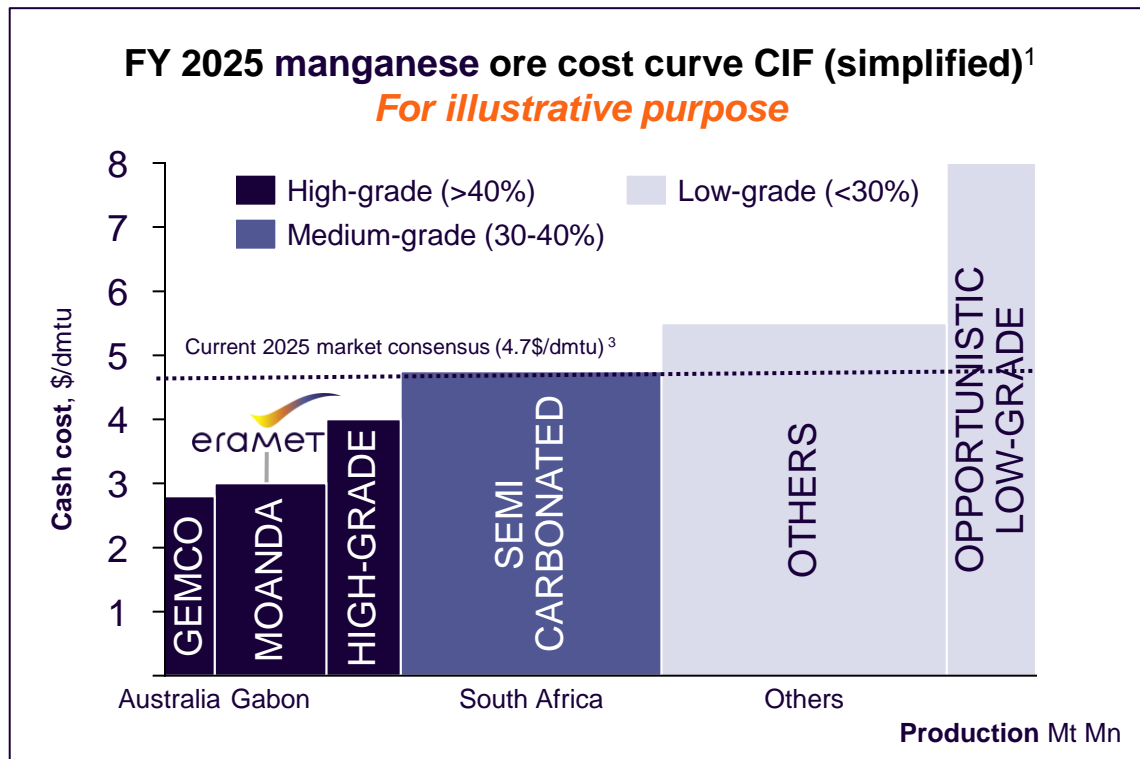
Nickel for batteries



Battery recycling

FOCUS ON OPERATIONAL EXCELLENCE TO UNLOCK VALUE
AMBITIOUS CSR ROADMAP “ACT FOR POSITIVE MINING”

Well positioned assets on the cash cost curve: resilient at low commodity prices



PT Weda Bay Nickel (PT WBN)

**1st quartile
cash cost**

World's largest nickel mine, operated
in partnership with Tsingshan group

Eramet Grande Côte (EGC)

**1st quartile
cash cost**

4th largest producer of zircon
5th largest producer of titanium feedstock⁴

1. Eramet internal market analysis
 2. Based on a cash cost CIF post ramp-up (at nominal capacity) for Eramet
 3. Market consensus as of end-April 2025
 4. Outside China (captive market)

Weda Bay mine's significant potential: supplying a major industrial park (IWIP) consuming more than 80Mwmt of nickel ore per year

Weda Bay mine

- Publication of the AMDAL¹ decree in July 2024 and of the Feasibility Study¹ in August, enabling PT WBN to target a progressive ramp-up to around 60Mwmt per year, incl. 2/3rd saprolite and 1/3rd limonite
- In October 2024, issuance by the Mines Ministry of a revised RKAB² **restricting annual nickel ore sales for the 2024-2026 period to only 32 Mwmt³**

29Mwmt

External ore sales
to IWIP⁴

3Mwmt

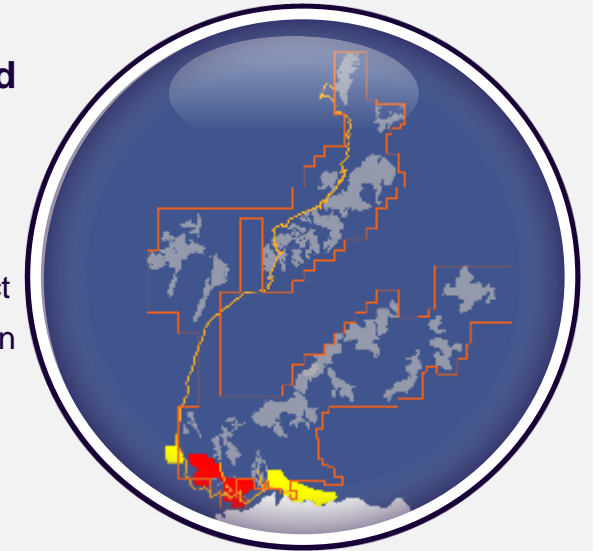
Internal ore sales for
NPI production

< 40% of the local industrial park's 2025e supply need

PT Weda Bay Industrial Park (IWIP)⁴

>80Mwmt Ni ore demand
in 2025e

- PT Weda Bay NPI⁵ Plant**
43% Eramet with offtake contract
30.5kt-Ni ferroalloy production in 2024
- 18 NPI plants**
60 RKEF production lines
640-700kt-Ni/yr NPI capacity
- 1 HPAL⁵ plant**
6 MHP⁶ production lines
120kt-Ni/yr of MHP capacity
- Other plants under construction**



- Contract of work boundary
- Existing road
- FeNi Industrial Park
- HPAL Plants

1. AMDAL : Decree related to the Environmental and Social Impact Study issued by the Environment Ministry ; Feasibility Study: new mining Plan

2. RKAB : "Rencana Kerja dan Anggaran Biaya" (Full-year operating permit)

3. At 100%

4. IWIP: PT Indonesia Weda Bay Industrial Park

5. NPI: Nickel Pig Iron ; HPAL: High Pressure Acid Leach

6. MHP: Mix Hydroxide Precipitate

Ambitious mid to long-term production targets

25

Mn

Manganese ore
(Comilog)

>8Mt
PRODUCTION CAPACITY,
CAN FLEX DEPENDING ON
MARKET SITUATION

22

Ti

40

Zr

Mineral sands
(Eramet Grande Côte)

>1.0Mt
HMC PRODUCTION CAPACITY

28

Ni

Nickel ore
(PT WBN at 100%)

C.60Mwmt
MINE CAPACITY, ACCORDING TO
AMDAL & FEASIBILITY STUDY¹

3

Li

Lithium
(Centenario)

>75kt-LCE
PRODUCTION CAPACITY IN
THE LONG TERM

1. 3. AMDAL (Environmental Impact Analysis) and Feasibility Study (new long-term mining plan) validated by the Indonesian authorities in summer 2024



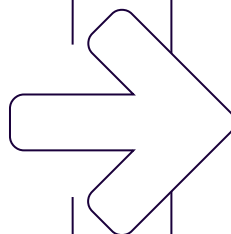
SLN (New Caledonia): no more impact on Eramet's balance sheet thanks to financing from the French State



Financing agreement signed in April 2024 with the French State

Eramet no longer financing SLN's cash needs

while continuing its operational support to the company



1

Conversion of **French State's existing loans to SLN (€260m** as of Dec. 31st, 2023) into undated (deeply) subordinated bonds ("TSDI"¹)

2

"TSDI" subscribed in 2024 to fund SLN's cash needs for the year (**-€257m**)

3

"TSDI" subscribed in 2024 to fund SLN's cash needs (**€138m**) for the first part of 2025

1. Undated fixed rate deeply subordinated bonds, "TSDI" in French, accounted as quasi equity

Eramet capital allocation policy

01

Balance sheet

- **Maintain adjusted leverage below 1x** on average through the cycle

02

Capex

- **Disciplined investment policy**
- **Deliver organic growth** with very quick payback and attractive returns
- **Unlock strategic greenfield projects**

03

Dividend

- Reward shareholders for their **long-term commitment**
- **Return value** created by successfully delivering our projects

Stronger balance sheet and higher recurring earnings allowing temporary higher leverage to fund growth

Update on Lithium activities

Focus on Centenario

03




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Centenario ramping-up: a step further to diversifying the Group into metals for the energy transition



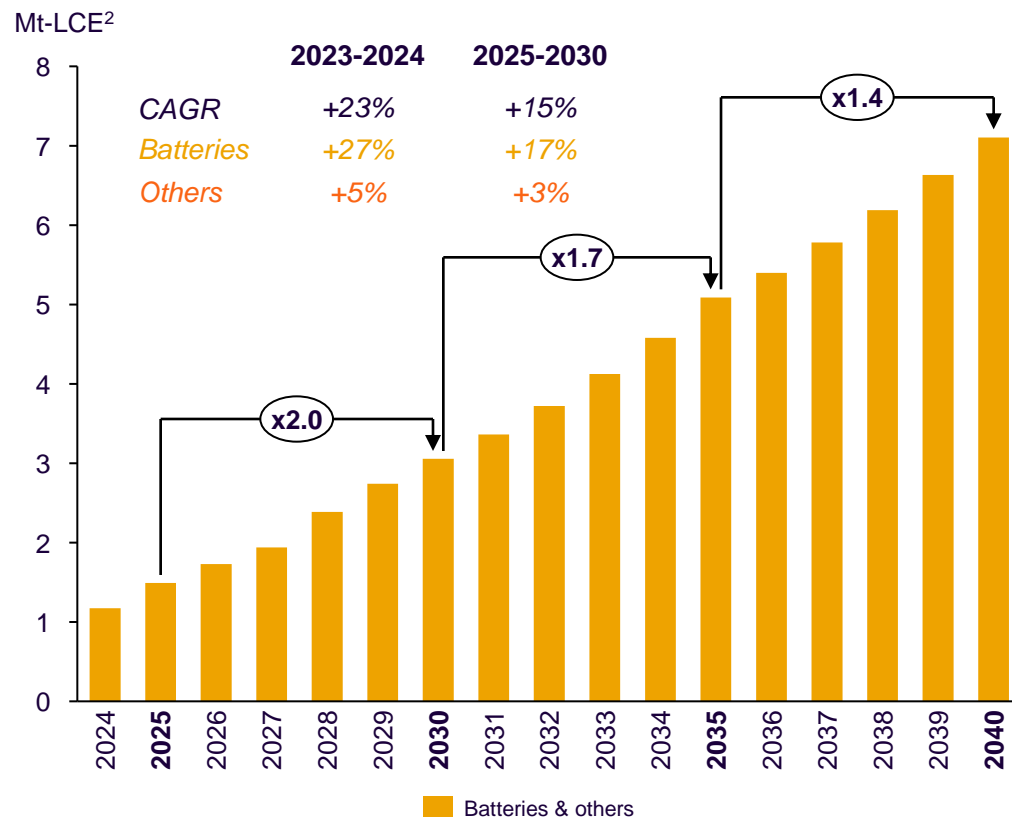
>75kt-LCE long-term potential capacity: scope & timing for future expansions currently under review

1. Direct Lithium Extraction

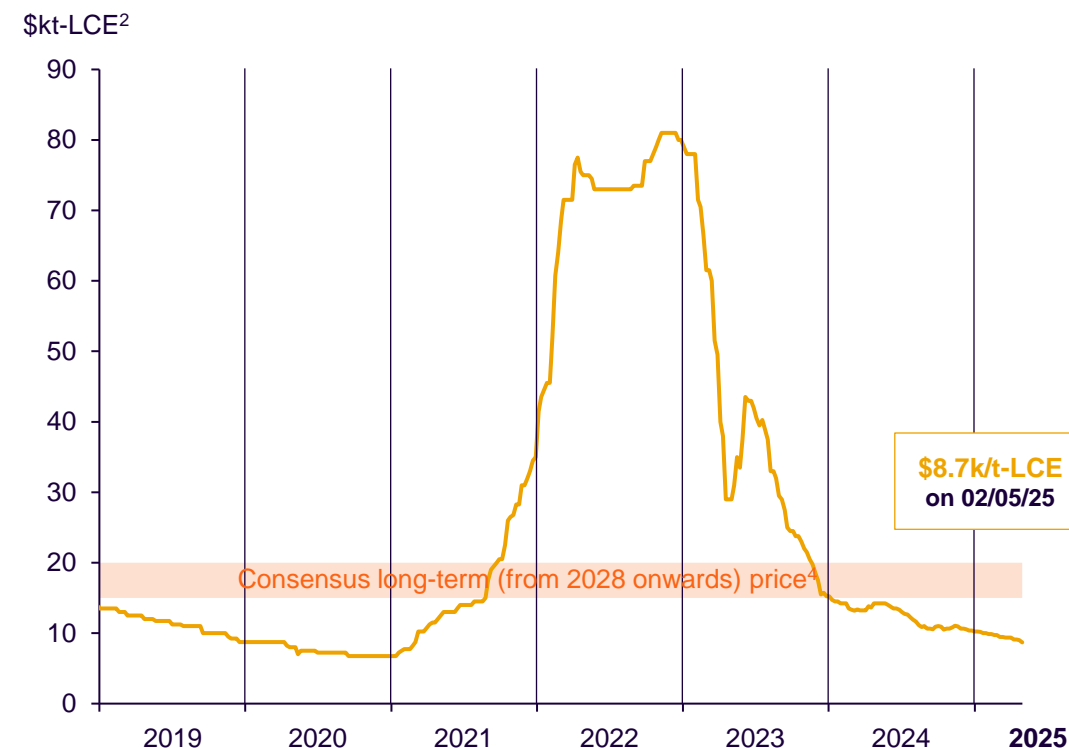
Outlook for lithium demand remaining strong, driven by EV sales & ESS deployment ; yet still low prices due to currently oversupplied market



Lithium demand forecast¹



Lithium carbonate price (CIF Asia)³



1. Eramet internal market analysis

2. LCE: Lithium Carbonate Equivalent

3. Source: Fastmarket lithium carbonate, battery grade, spot price CIF Asia)

4. Eramet analysis based on a panel of the main sell-side and market analysts

Building a pipeline of future growth options in energy transition metals



Main projects

Growth opportunities for lithium in Chile

- ▶ **Mining concessions acquired** in late 2023 in the Atacama region for **lithium salars**
- ▶ **Binding offer** submitted end-April 2025 for a **partnership with Enami**, a Chilean State-owned company, for studies and potential development of the Altoandinos project¹
- ▶ **Continuing to secure potential lithium resources** in Chile: interest agreements signed for exploration activities in other regions than Atacama

Geothermal lithium in France

- ▶ In 2023, Eramet and Électricité de Strasbourg announced a low-carbon lithium extraction and refining project in Alsace
- ▶ **PFS² still in progress**; potential final investment decision within three years, subject to the project industrial & financial robustness
- ▶ Ageli was recognized in March 2025 as a **"strategic project"** by the **European Commission** and will benefit from priority processing to accelerate certain administrative deadlines and facilitate the funding

Class 1 nickel in Indonesia

- ▶ **Eramet still investigating opportunities** to participate in the nickel EV battery value chain in Indonesia

EV Battery recycling

- ▶ **Eramet still pursuing its studies of the recycling market fundamentals** required to make such a project competitive, driven by the belief in the need to develop a circular economy for critical metals



Eramet is also actively exploring and evaluating additional growth opportunities in lithium in other regions of the world

1. The project involves the exploration, development and future mining of the La Isla, Aguilar and Grande salars, whose overlapping mining concessions are owned by Eramet
2. Pre-Feasibility Study

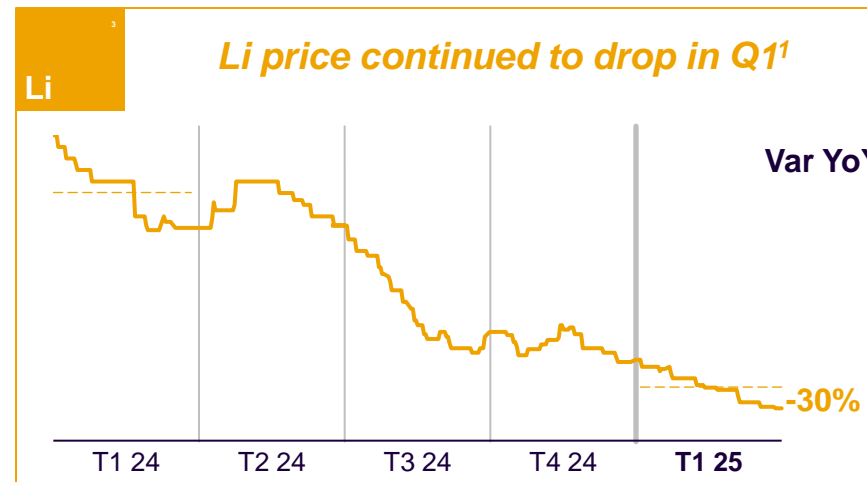
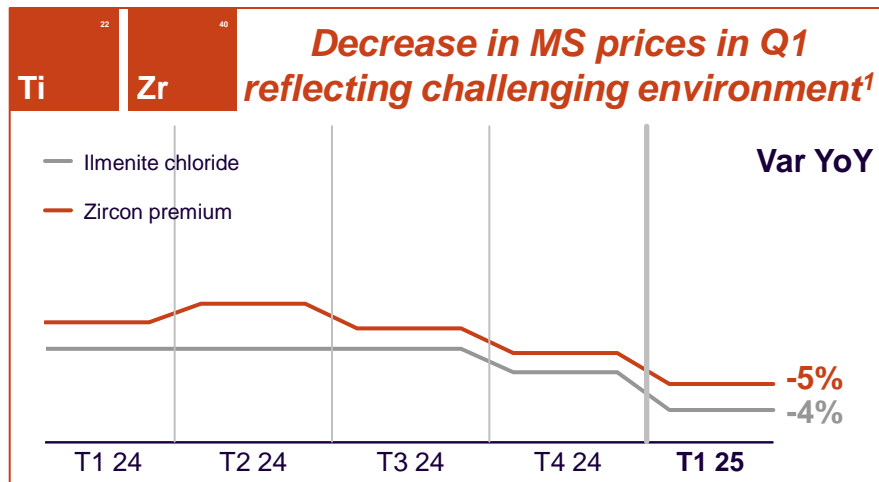
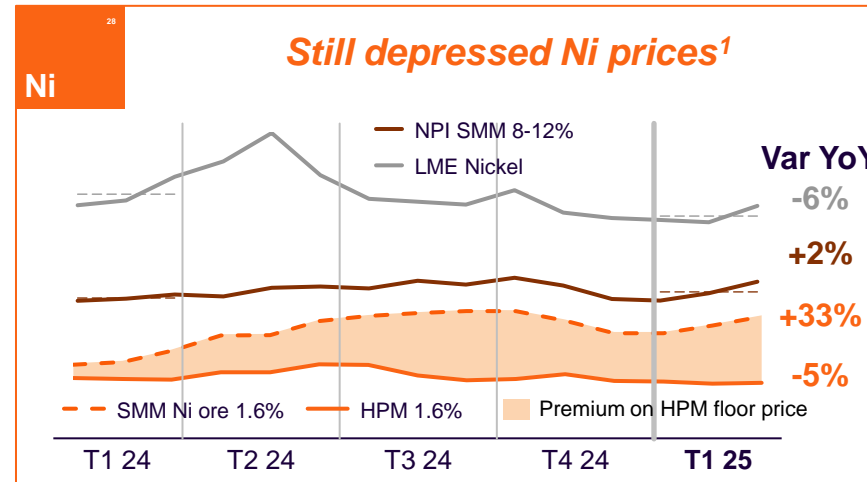
Q1 2025 turnover

04




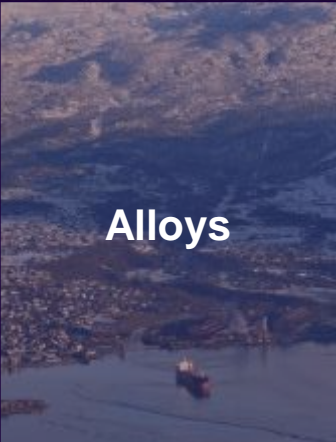

eramet



Selling prices down over Q1, except for manganese ore rebound ; still high premiums on HPM Nickel price in Indonesia




1. Sources: Mn ore (CRU CIF China 44%), Mn alloys (CRU Spot Prices Western Europe), NPI (SMM), HPM (Indonesian government), Zircon & ilmenite (Eramet), Lithium carbonate (Fastmarkets)

Mixed operating performance in Q1 2025

Manganese	
 Ore	Production 1.8Mt -7% vs. Q1 2024
	External Sales 1.2Mt -15% vs. Q1 2024
 Alloys	Production 162kt +5% vs. Q1 2024
	Sales 149kt Stable vs. Q1 2024

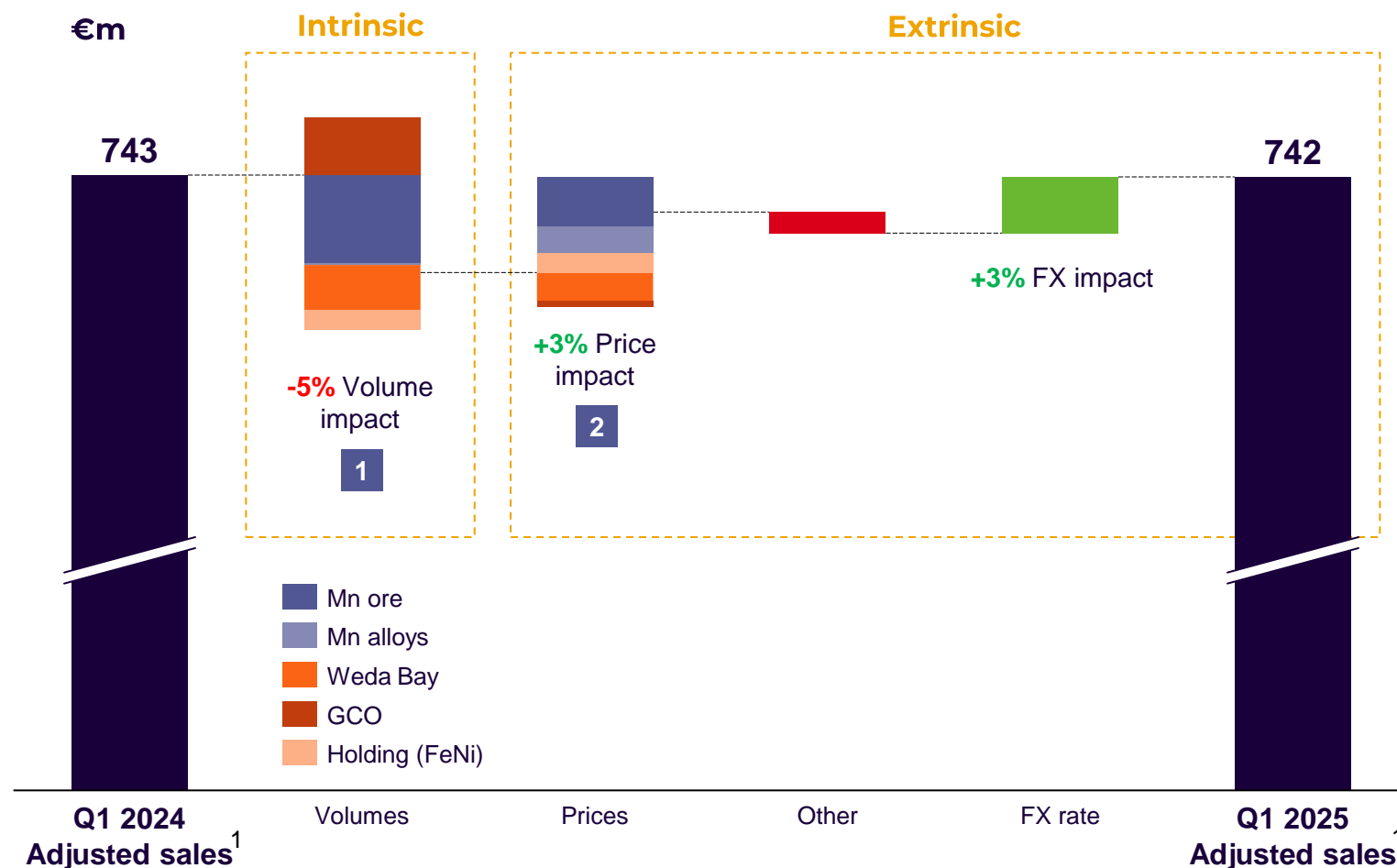
Nickel	
 PT Weda Bay (ore)	Production ¹ 9.2Mwmt +3% vs. Q1 2024
	External Sales 5.4Mt -11% vs. Q1 2024
Lithium	
 Centenario	Production 440t
	Sales 40t 1 st sales achieved in Q1 2025

Mineral sands
 Eramet Grande Côte
HMC production 236kt +23% vs. Q1 2024
Ilmenite sales ² 126kt +68% vs. Q1 2024
Zircon sales 17kt +33% vs. Q1 2024

1. High-grade saprolite & limonite

2. At constant scope - Total sales in 2024, external + internal (to ETI) sales in 2023

Stability in Q1 2025 turnover



1 -5% Volume sold impact

o/w:

Mn Ore): operational & logistics difficulties encountered at the port of Owendo

Weda Bay: temporary destocking at plants of the Weda Bay industrial site

Mineral Sands: increased production volumes & higher grade

2 +3% Price impact

o/w:

Mn Ore: higher selling prices with a gradual rebound in the index prices over the quarter

Weda Bay: slight decline in the price of nickel ore sold in Indonesia

1. Adjusted sales (excluding SLN), as defined in Appendix 10 – Financial Glossary of the FY2024 results press release (Feb. 19th, 2025)

Outlook & conclusion

05

Focus on productivity, while ramping up Centenario & unlocking value of our Tier-one mining assets

Macro trends & prices

Macroeconomic uncertainties on the back of new tariffs implemented by the US and reciprocally by other countries

Increased risk of inflation in the US & **uncertainties in the FX market**

Current **price consensus for 2025¹**:

Mn ore (44% CIF China)

c.\$4.7/dmtu (-1% vs. 2024) ↘

LME Nickel

c.\$15,900/t (-5% vs. 2024) ↘

Lithium carbonate
(battery-grade, CIF Asia)

c.\$10,000/t-LCE (-20% vs. 2024) ↘

Mn alloys selling prices ↘

Ni ore prices in Indonesia →
Albeit still significant premiums

Freight prices expected ↘



Focused on the productivity of our operations in a difficult and very uncertain market environment

Controlled capex plan

Maintaining a rigorous capital allocation policy

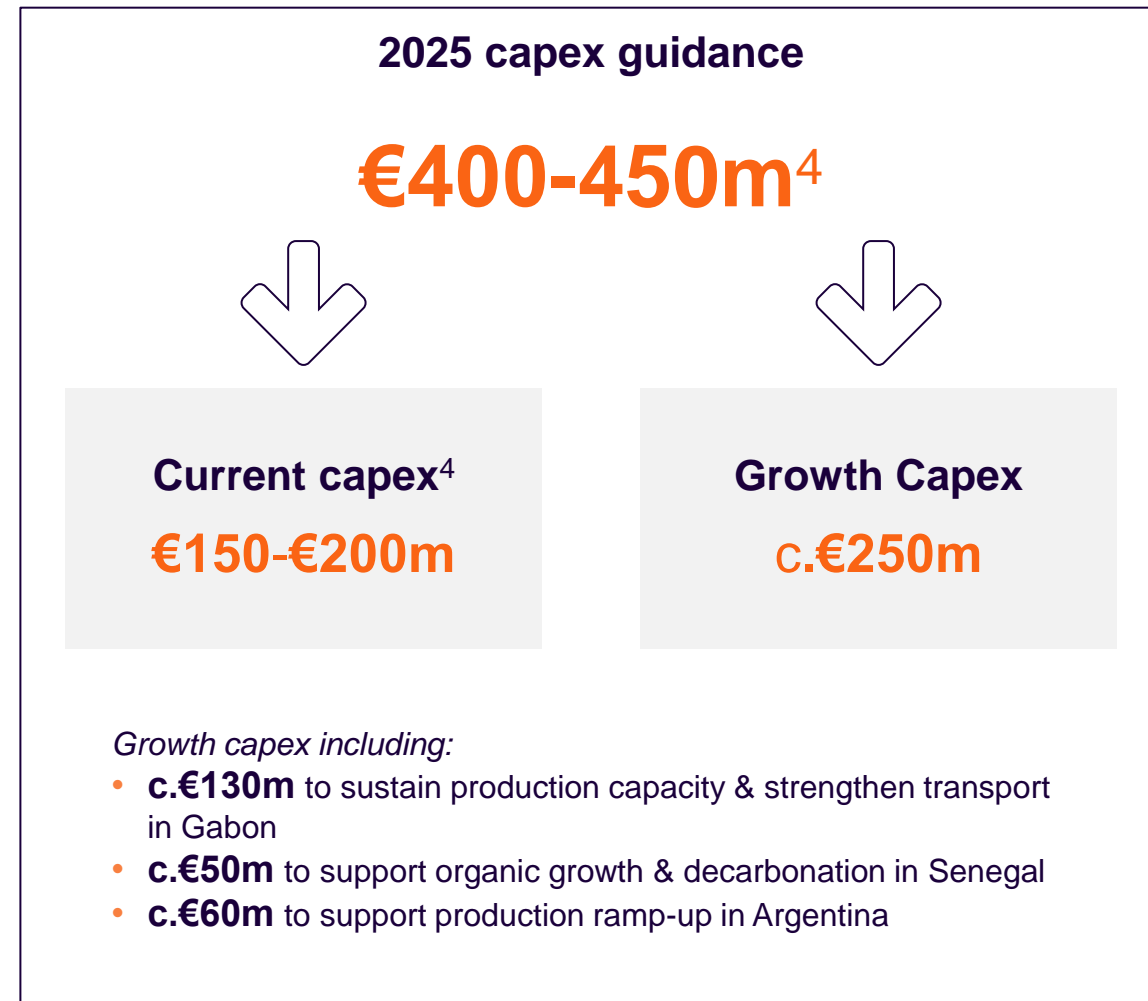
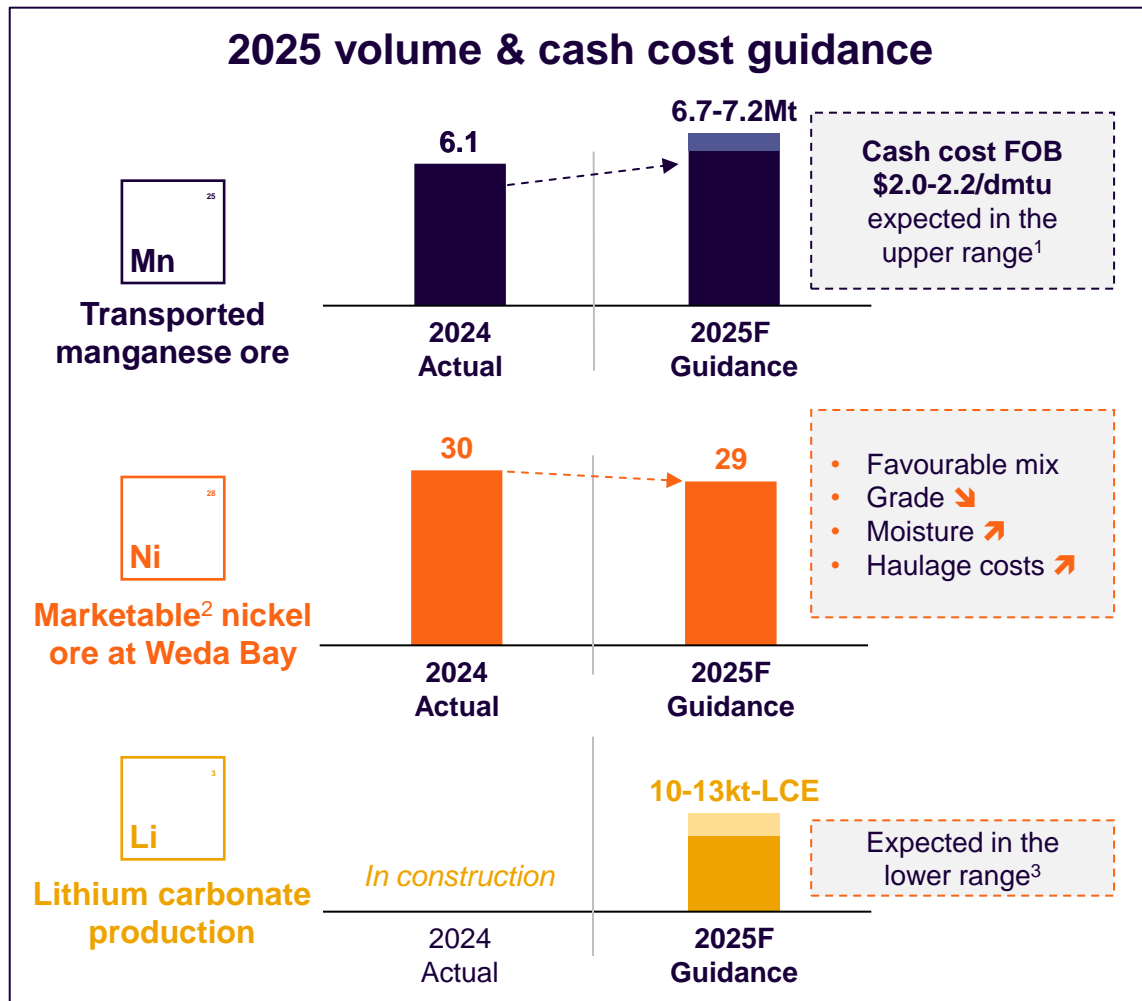


Centenario DLE plant expected to reach a production run-rate close to its nameplate capacity by year-end

Working to obtain the permits to **increase Weda Bay mine's capacity to c.60 Mwmt/pa**, in accordance with the environmental permits & LT mining plan validated by the Indonesian authorities in summer 2024, and to **supply the significant ore demand from the local IWIP industrial park**

1. Market consensus as of mid-April 2025

2025 guidances: limited volume growth, efficiency & strict capex control



1. Due to unfavourable €/€ rate as per Bloomberg consensus in 2025
 2. External sales only
 3. Due to delayed Forced Evaporation unit's commissioning by its supplier
 4. Excl. financing from the French State for SLN's capex

Over the past 8-years the Group has achieved a major transformation

2017-2024



Repositioned Eramet as a pure M&M player



Opened 2 major deposits

Unlocked Tier-one assets value through organic growth



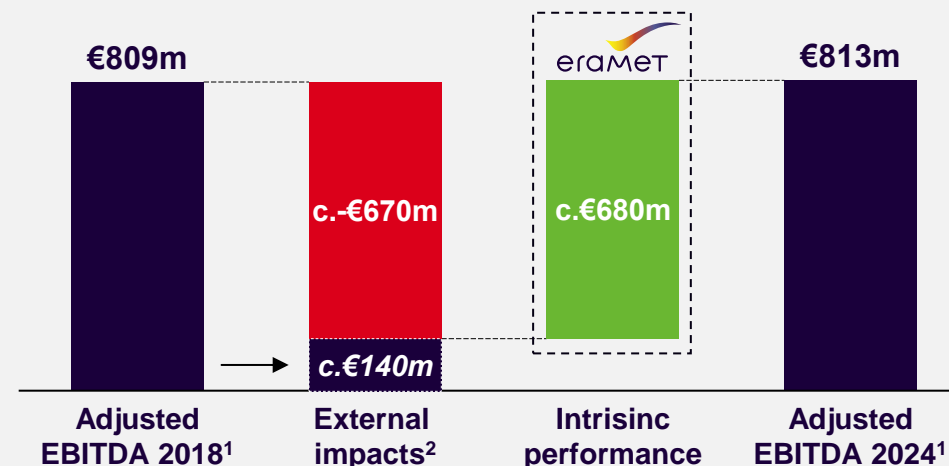
Placed CSR at the heart of the business model



Transformed the Group to ensure efficiency, consistency & compliance



A stronger profile to navigate challenging environment and low-cycle periods



Ore production at Comilog

c. +80% to c. 7.5Mt³

Today's world's largest manganese HGO mine



Ore production at PT WBN

From 0 to 32Mwmt

Today's world's largest nickel ore mine

1. Excluding SLN

2. Including unusual events, other extrinsic impacts, projects and change in scope (divestment of A&D, Erasteel, Sandouville, ETI)

3. In 2022

2025: strengthening Eramet's asset base

Level-up



Become best operator: creating value through operational performance



Become best project developer: ramping up best-in-class greenfield project



Embed CSR in our day-to-day ways of working



Prepare future developments



Change in governance as of May 26th, 2025

Following Shareholder's General Meeting

May 26th, 2025



Separation of roles:

Chair of the Board

&

Chief Executive Officer



Chair of the Board

Christel BORIES will step down
from her executive position &
remain **Chairwoman of Eramet's
Board**



Chief Executive Officer

Paulo CASTELLARI will
be appointed as **Eramet's
New CEO**

Eramet perfectly positioned to further unlock value in a new era of metals



PURE-PLAY
Mining & Metals



**WORLD-CLASS
ASSET BASE**
with proven track
record



**WELL
POSITIONED**
on attractive
markets



HIGHEST CSR
standards

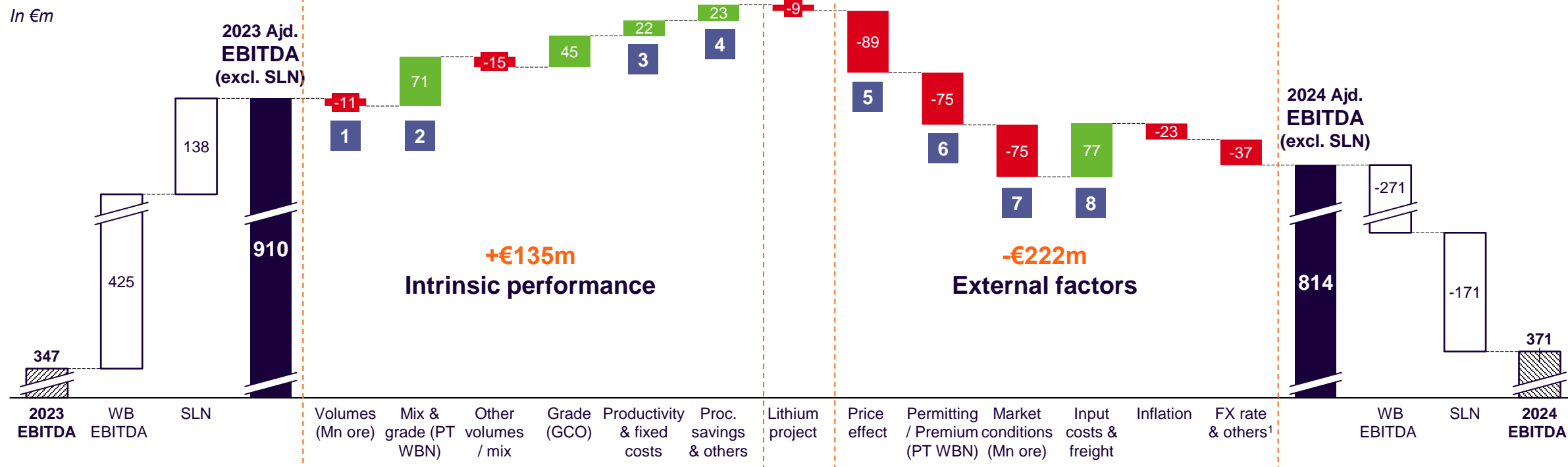


COMMITMENT
to a strict
financial policy

Appendices

07

FY23-FY24 EBITDA bridge: overall depressed price environment & constrained volumes weighing on performance



1 Operating conditions in Gabon negatively impacted by logistic issues, with loading challenges at the port more towards the end of the year²

2 Positive mix effect at PT WBN reflecting significantly higher HG saprolites volumes sold vs 2023², albeit lower grade overall

3 Overall improved efficiency in our operations

4 o/w procurement savings (+€13m), mainly reductant & indirect materials

5 o/w Mn ore (+€119m); Mn alloys (+€11m); PT WBN (-€191m); GCO (-€27m)

6 PT WBN permit/premium net impact, limited in H2 2024 (-€6m) vs. in H1 (-€69m) thanks to higher premium on HPM floor price²

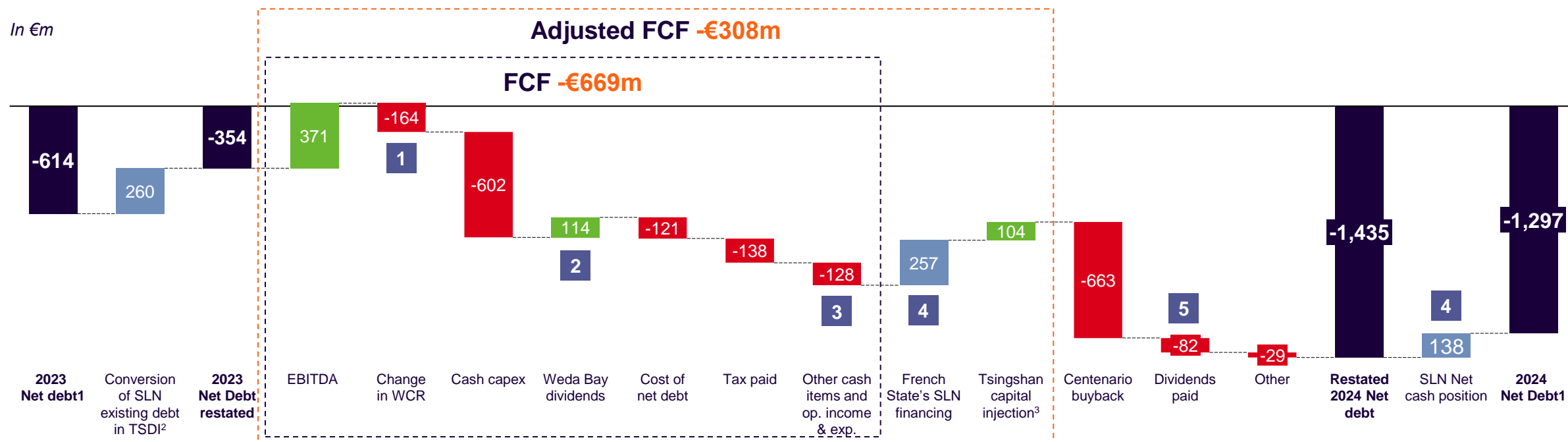
7 Negative impact mostly due to Mn HGO market closure in Q3 and related 3-week halt at Moanda mine in Q4

8 o/w lower input cost (+€105m, mainly reductants) and higher freight costs (-€28m)

1. o/w €35m of scope impact related to the sale of ETI in 2023

2. See details in slide 26 for Mn, slide 32 for Ni

FY23-FY24 Net debt bridge: increase in net debt driven by Centenario's buy-back & continued growth capex



1

o/w change in operating WCR (-€149m), mainly reflecting higher inventory in Mn ore & alloys activities (market conditions)

2

Limited dividends received from PT WBN, due to lower nickel price & constrained volumes sold

3

Incl. environmental guarantee paid by SLN (-€36m) ; adjustment price for ETI & A&D (-€27m)

4

TSDI² subscribed by the French State (€395m) to fund SLN's needs in 2024 and in the first part of 2025

5

o/w 2023 dividends paid to Eramet shareholders (-€43m) & to Comilog minority shareholders (-€39m)

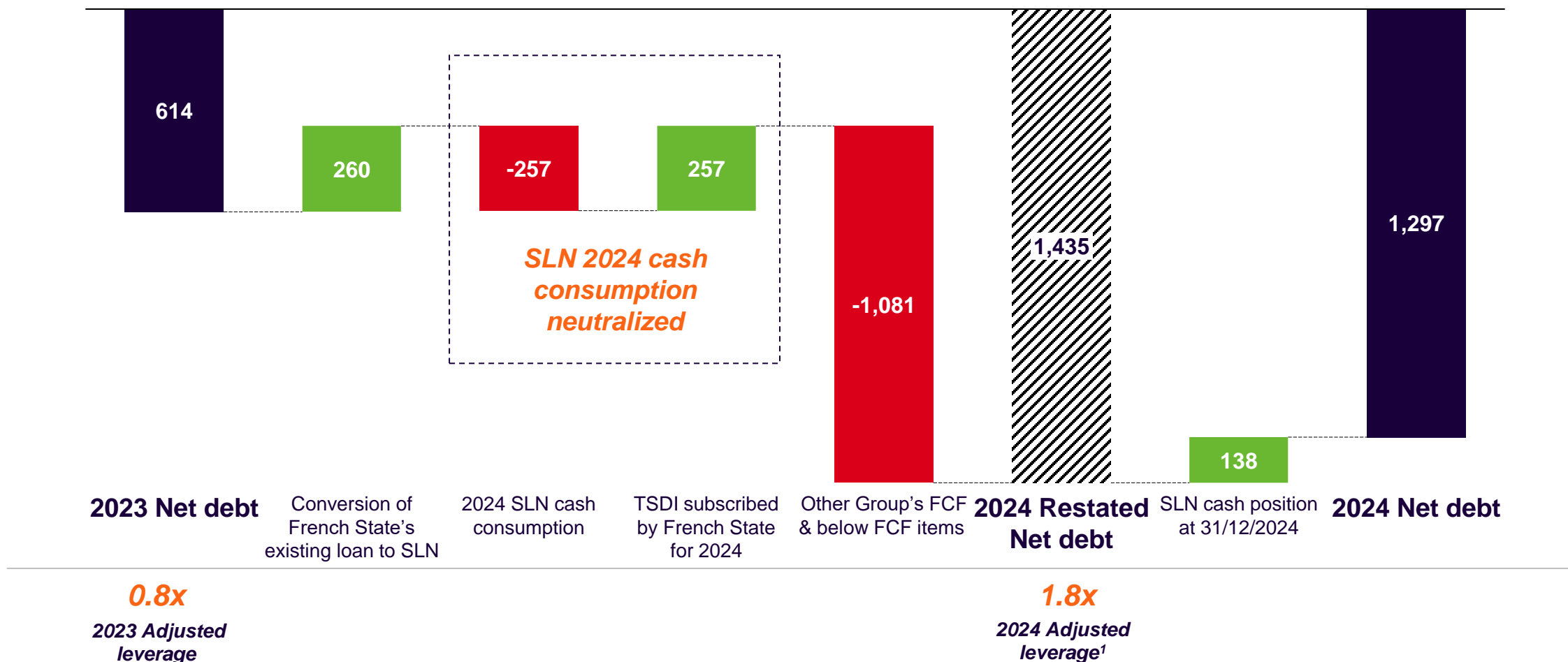
1. Incl. IFRS 16 impact of €84m at 31/12/2024 and €100m at 31/12/2023

2. "TSDI": undated fixed rate subordinated bond (subscribed by the French State to cover SLN's cash needs)

3. Total capital injection of €85m, o/w €70m for capex, €15m for opex & VAT

SLN (New Caledonia): financing agreement with the French State

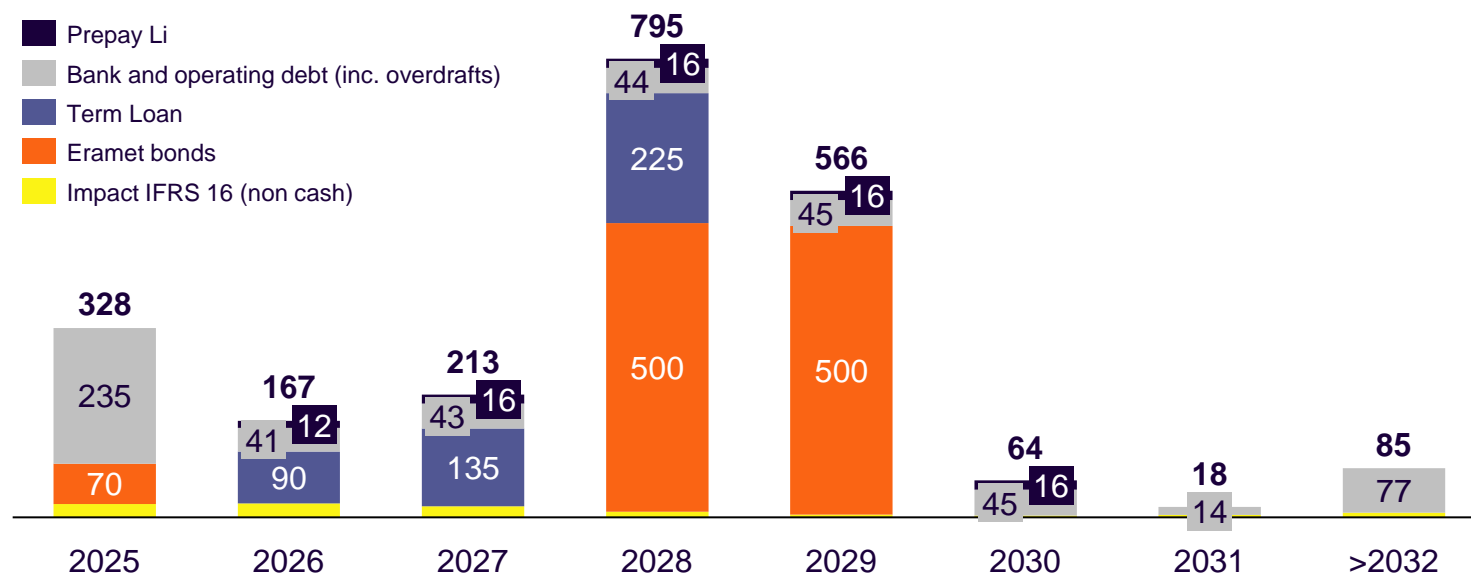
In €m



1. Restated Net debt/ Adjusted EBITDA (excl. SLN)

Diversified debt structure and robust liquidity

Debt maturity as of 31 Dec 2024 (in €m)

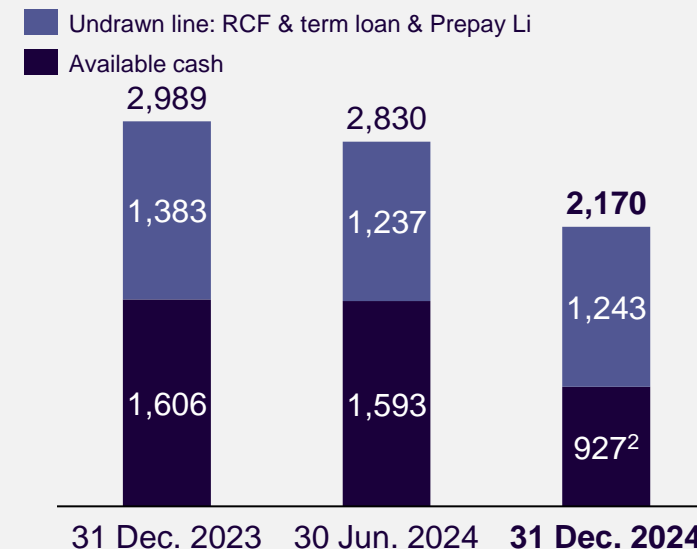


- **€70m** Private Placement Bonds maturing in 2026¹
- Average **maturity** now around **3.2** years in Dec 2024
- **c.40%** of gross debt (excl. RCF) at a **fixed rate**

1. But encapsulating an investors' put

2. Incl. SLN cash position of €138m

Group financial liquidity (€m)



- **RCF (€935m)**, o/w **€915m** maturing in 2029 and **€20m** in 2028, undrawn as of December 2024
- **Lithium prepayment** financing (**\$400m**), o/w **\$320m** undrawn as of December 2024 (fully drawn early February 2025)

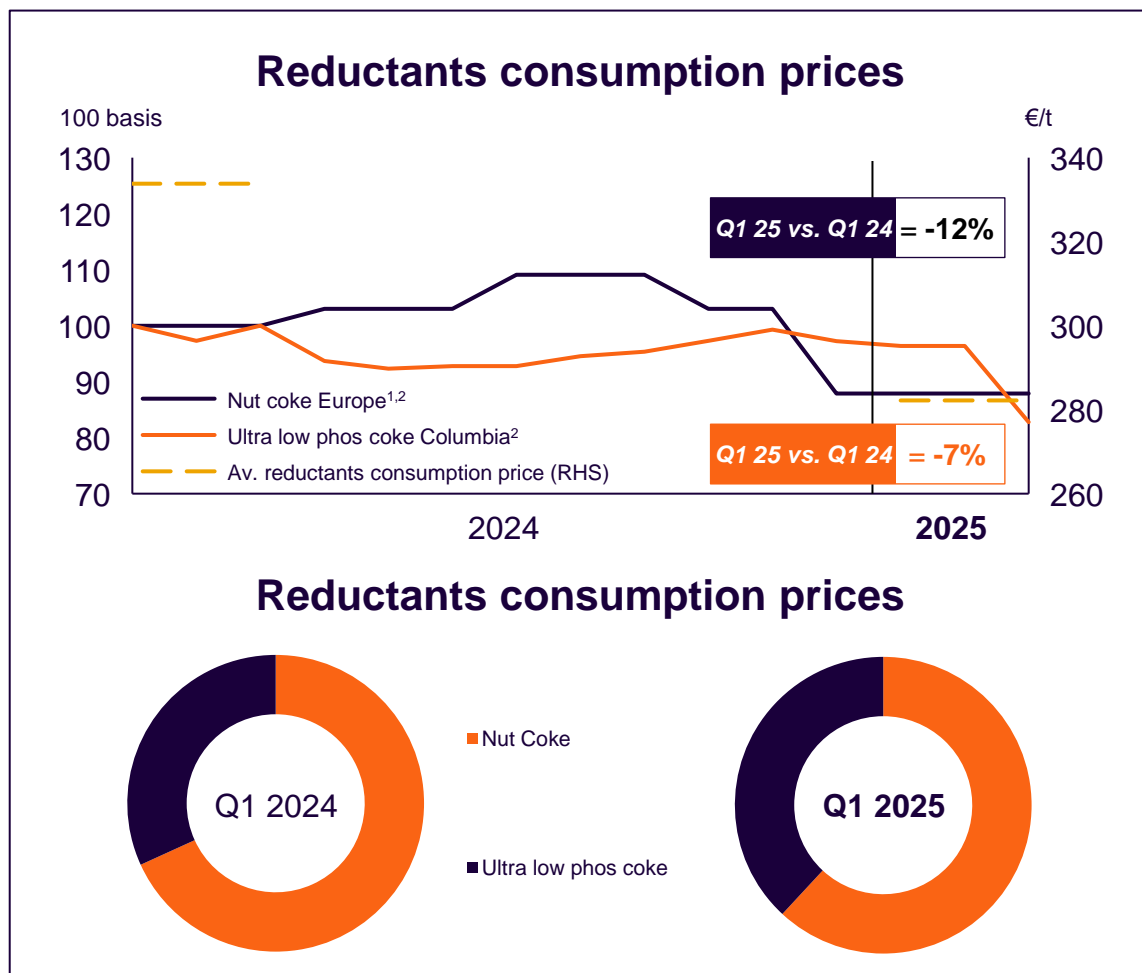
Q1 2025 turnover breakdown

€M	Q1 2025	Q1 2024	Chg. YoY	% change YOY	% of Group adj. turnover (excl. SLN)
Manganese	457	448	+ 9	+ 2%	62%
Manganese ore	250	254	- 4	- 2%	34%
Manganese alloys	207	193	+ 14	+ 7%	28%
Nickel adjusted (excl. SLN)¹	114	138	- 24	- 18%	15%
Share in Weda Bay (38.7%, excl. offtake)	73	106	- 33	- 31%	10%
Weda Bay (offtake Eramet)	41	32	+ 9	+ 27%	5%
Mineral sands	68	52	+ 16	+ 30%	9%
GCO	68	52	+ 16	+ 30%	9%
Lithium	0	0	+ 0	n.a.	0%
Holding & eliminations	104	105	- 0	- 0%	14%
Group adjusted¹ turnover (excl. SLN)	742	743	- 0	- 0%	100%
SLN² Standalone	19	18	+ 1	+ 6%	n.a.
Group consolidated turnover	688	655	+ 34	+ 5%	n.a.

1. Turnover adjusted to include the proportional turnover of PT Weda Bay Nickel (Eramet's share 38.7%) excluding offtake agreement

2. SLN & others

Q1 2025 Mn alloys input cost



Lower reductant purchase prices reflected in the Mn alloys' cost base in 2024 (**3 to 5-month lag** between purchasing and consumption of coke):

- Nut coke down by **12%**, with share increased vs. Q1 2024
- Low Phos Coke from Columbia down by **7%** (alternative sourcing for Russian carbon products)

European Mn alloys plants also exposed to thermal coal: index slightly decreased by **2%** in Q1 2025



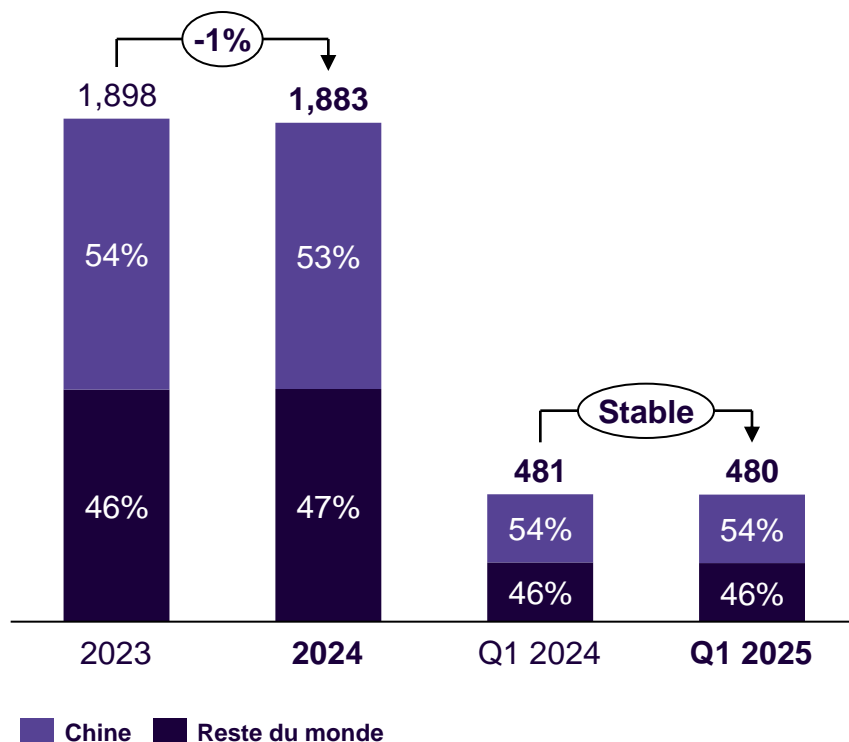
Manganese ore consumption price slightly increased in Q1 2025 vs. Q1 2024, but the impact was limited **thanks to the optimization of ore purchases** (outside periods of sharp price rises), considering the high volatility experienced throughout last year

1. Source: Resources-net CAMR, nut coke spot price, Europe

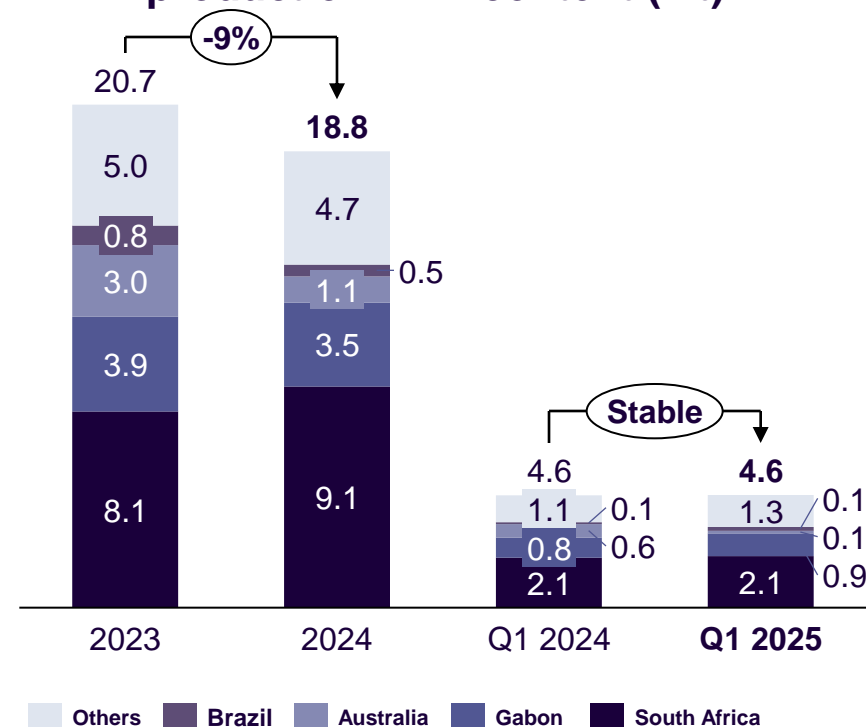
2. 3-month and 5-month lag on the purchase price from Nut coke and Ultra low phos coke (ULPC) respectively ; 3-month lag since July 2023 on ULPC

Q1 2025 Global carbon steel & Mn ore production

Global carbon steel production (Mt)



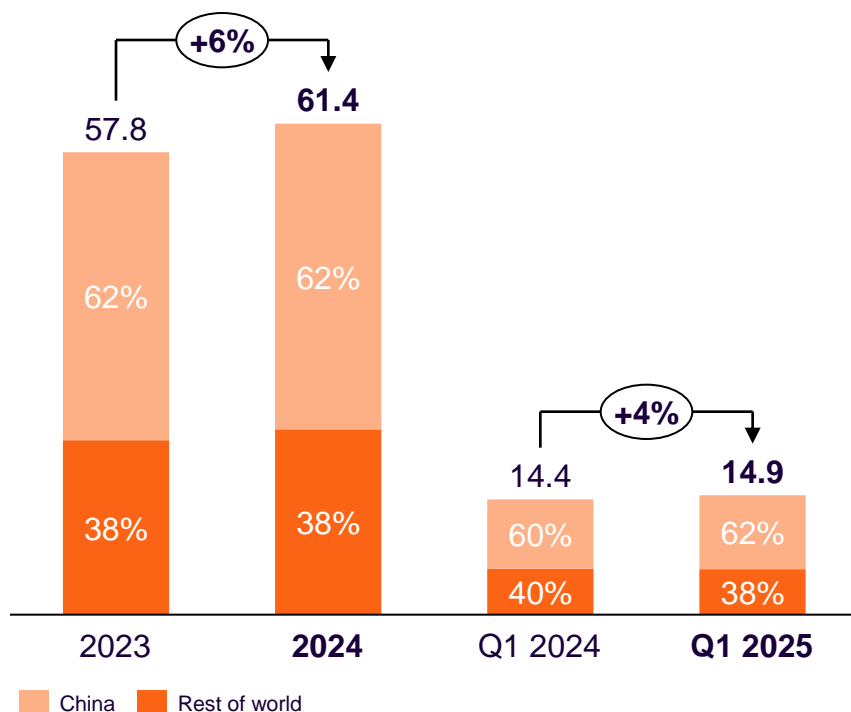
Global manganese ore production - Mn content (Mt)¹



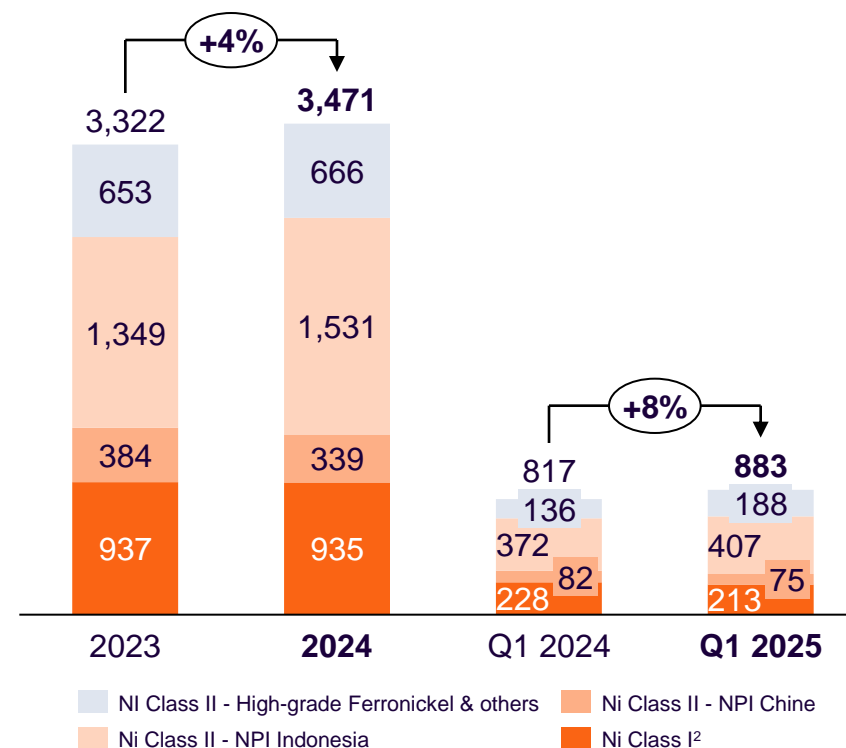
1. Source: Worldsteel Association, Eramet estimates

Q1 2025 Global Stainless steel and primary Ni production

Global stainless-steel production (Mt)¹



Global primary nickel production (kt)¹ (excl. recycling)

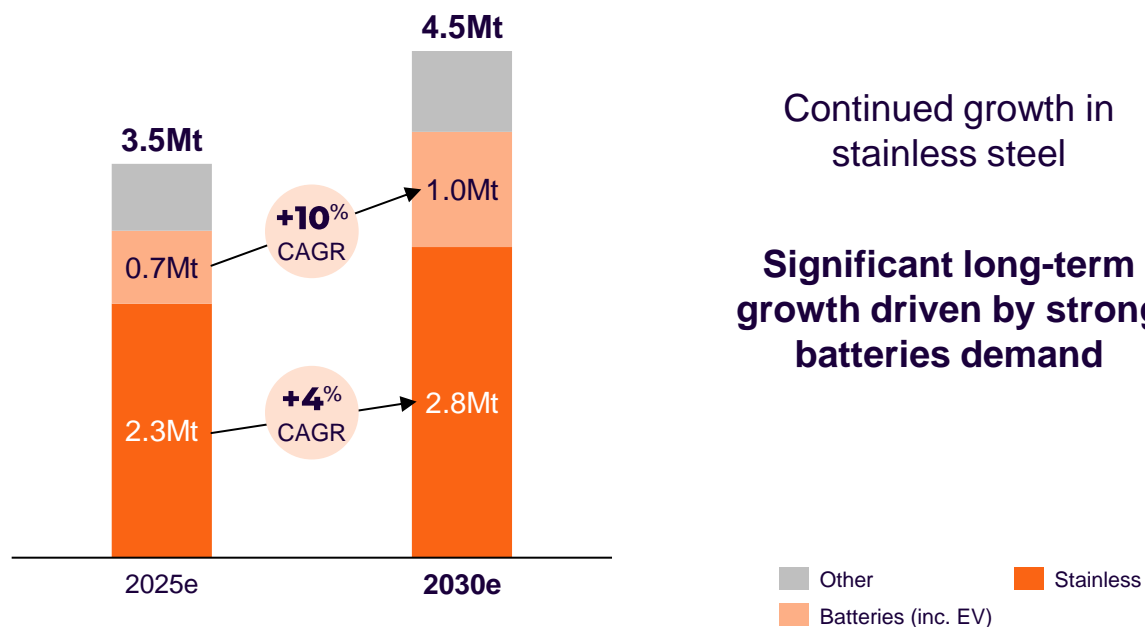


1. Eramet estimates

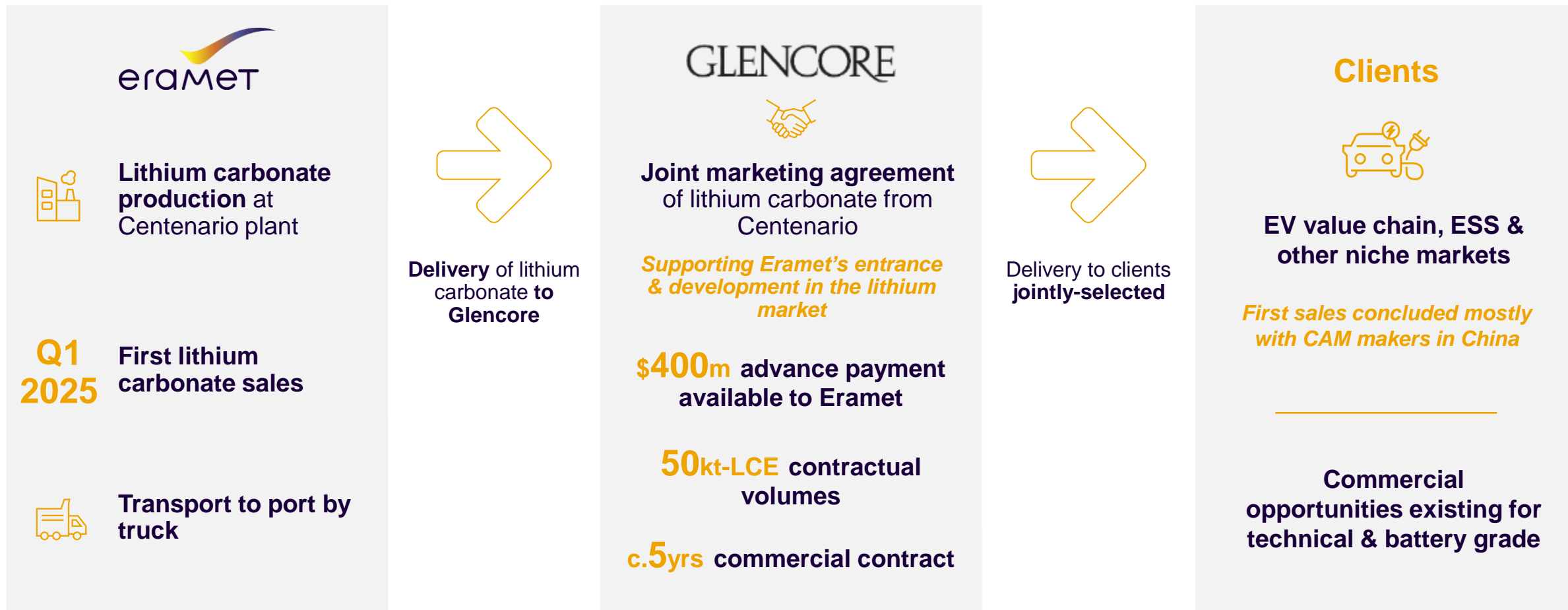
2. Class I: product with nickel content of 99% or more

Nickel demand evolution

2025e-2030e nickel global demand

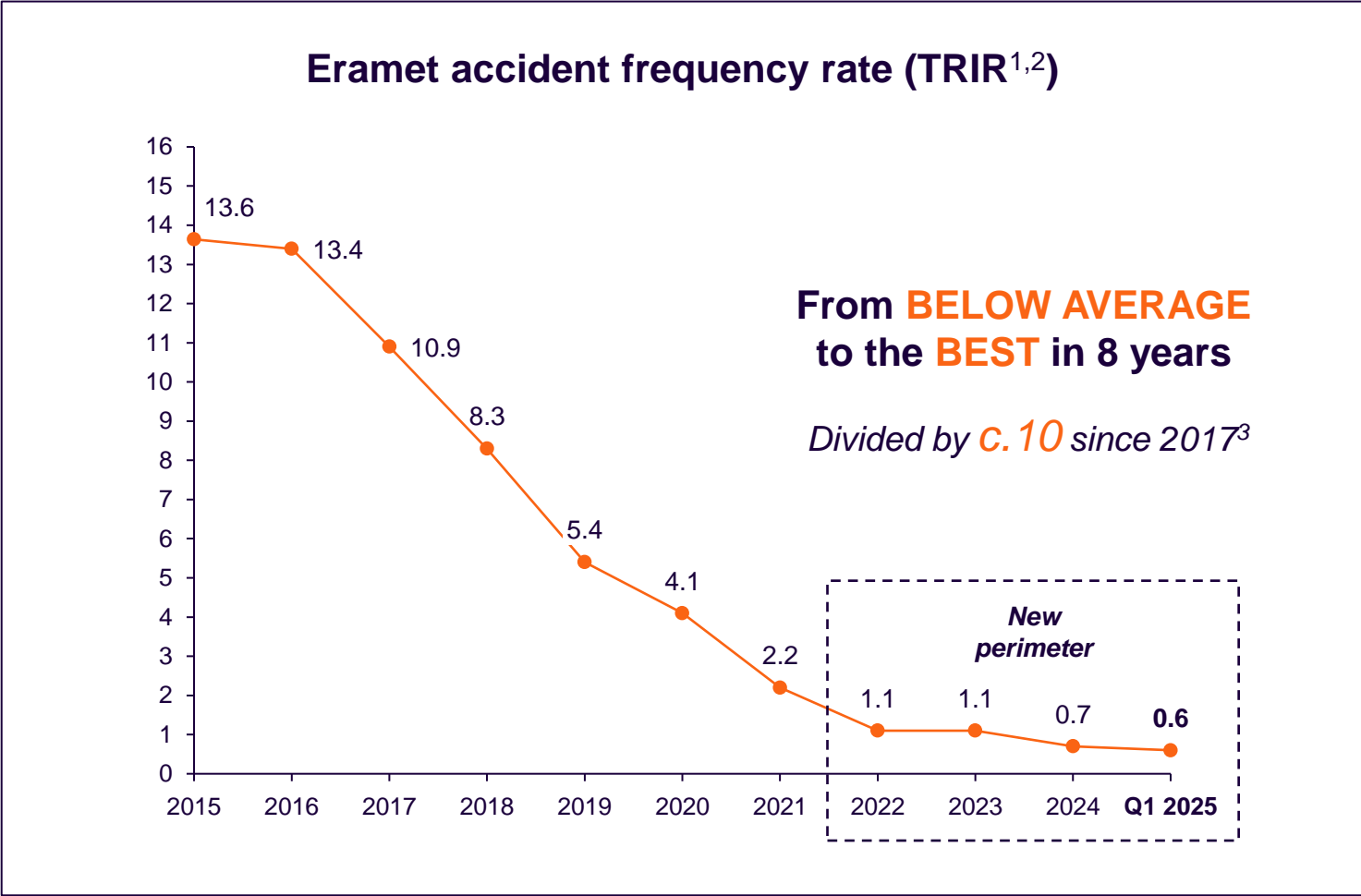


Joint marketing agreement with Glencore to clients in EV value chain, ESS & niche market



\$400m advance payment fully drawn in February 2025 to support project financing & for general corporate purposes

An organization with a strong safety culture



1. TRIR = number of lost-time and recordable injury accidents for 1 million hours worked
2. Including employees and subcontractors since 2016
3. New perimeter, excluding the High-Performance Alloys division sold in 2023



“Act for positive mining”: Our new ambitious CSR roadmap

Responsible mining is part of the solutions to support the energy transition

3 AREAS
FOR ACTION TRANSLATED
INTO 10 AMBITIONS
FOR 2026



3 AMBITIOUS 2035
TARGETS



Care for people

- 1 Take care of health and safety **of people** on our sites
- 2 Provide an **inclusive environment** where everyone can grow
- 3 Accelerate the **local & sustainable development** for communities

100%

Sites with **D&I²** label



Trusted partner for nature

- 4 Control & optimize **water consumption**
- 5 **Biodiversity** preservation
- 6 Mitigate risk of **pollution** / Reduce **environmental impact**

Biodiversity towards
net positive impact



Transform our value chain

- 7 Reduce the **CO₂ footprint** of our value chain
- 8 Optimize mineral resources consumption and contribute to a **circular economy**
- 9 Develop **responsible value chain** that respects our Human rights and CSR requirements
- 10 Mining sites assessed¹ by **IRMA**

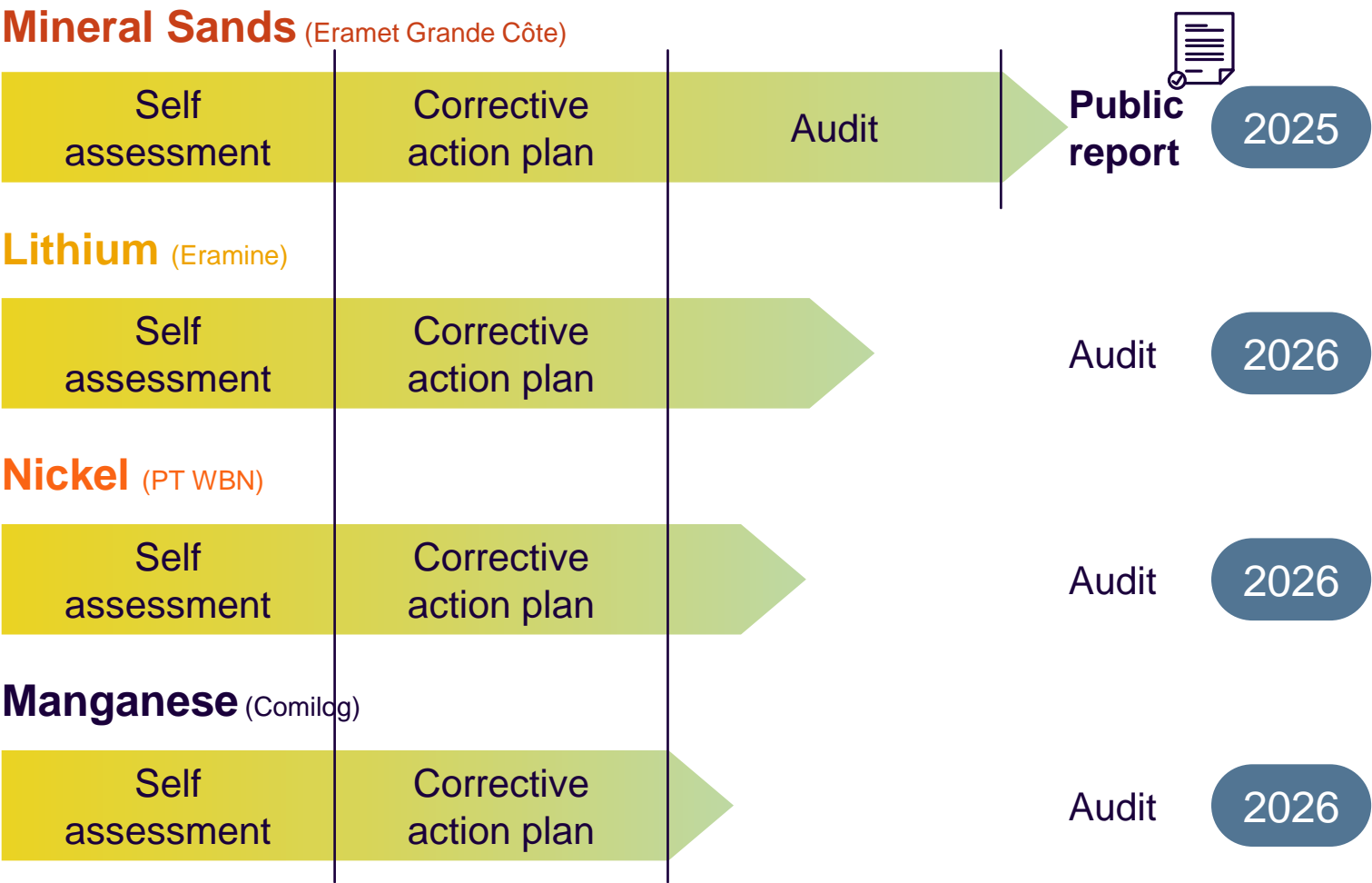
-40% CO₂ emissions
reduction scopes 1&2³

1. 100% of mining sites engaged in an independent assessment process

2. Diversity & Inclusion

3. Absolute target, in tons of CO₂ vs. 2019

IRMA¹: continued roll-out at mining sites, with first audit report to be released at Eramet Grande Côte in 2025



Teams ramped up on all sites

All aboard a transformative journey towards :

- Proactiveness
- Collaboration
- Transparency

...and CSR Excellence

1. Initiative For Responsible Mining Assurance

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